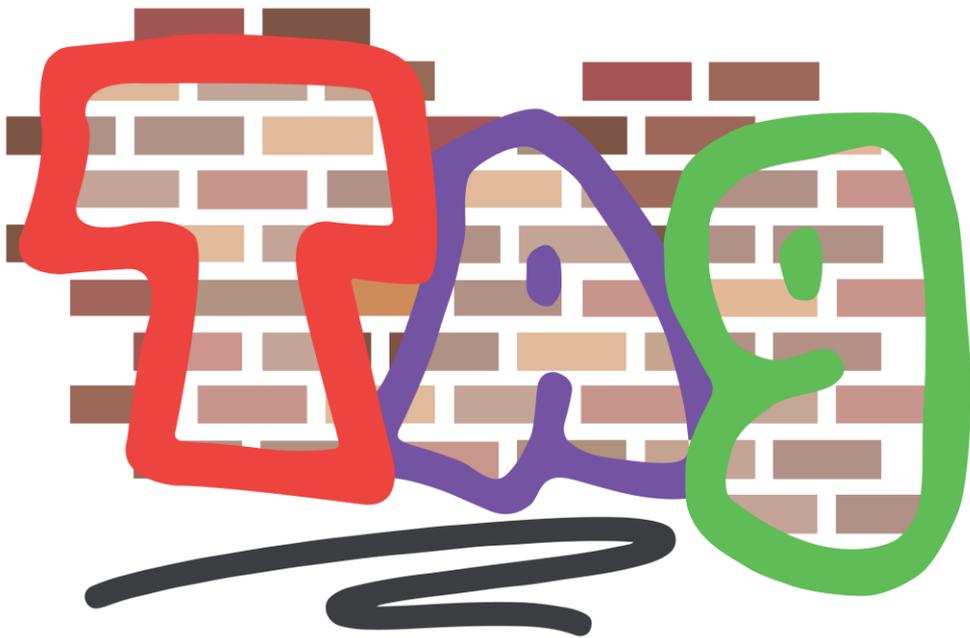


2026/30



Strategy



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Vision

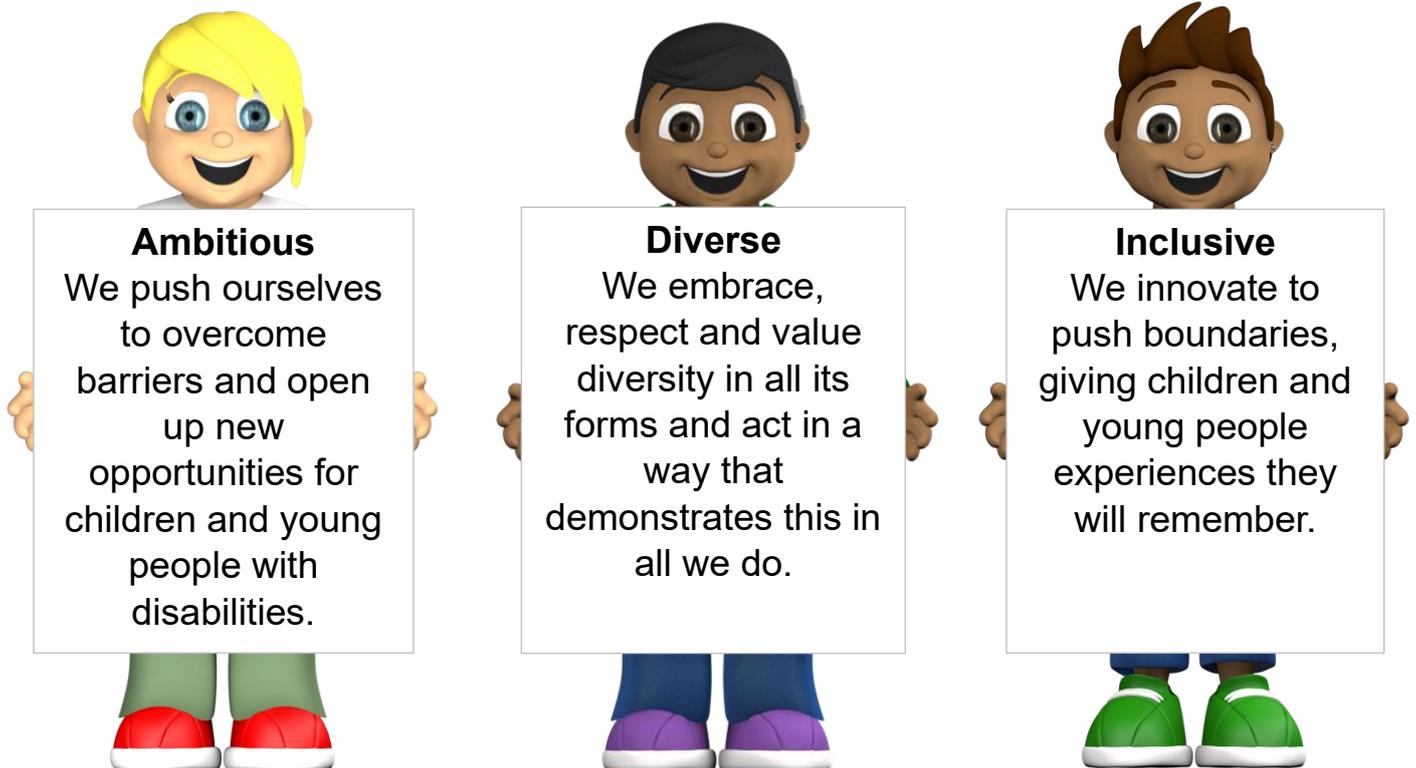
A community where every child and young person with a disability can be themselves.

Mission

To inspire and engage children and young people in high quality activities and experiences that improve and enrich their personal and social development, raising their achievement, success, and aspirations in life.

Values

Our values underpin what we do and how we do it.



What is TAG?

We're a charity that plays a crucial role in the lives of children and young people with disabilities who live, learn or earn in Richmond, Kingston and beyond.

We bring fun, a sense of structure and a whole host of new opportunities to the people we work with, broadening their horizons, boosting their social skills, and giving them a place to simply be themselves.

We are committed to delivering high quality activities across a variety of settings. Activities designed to support the wellbeing of young people and strengthen our community. Our programmes consider all the challenges young people are facing, be it at school, home, or in the community.

By supporting young people at one of the most important periods of their lives, we help them learn new skills, embrace their passions, and develop a sense of identity and independence.

For over 25 years, we have continually evolved from offering a single weekly session to now providing activities seven days a week, all year – adapting to the needs of the young people we serve.

Our Community

We work with children and young people with special educational needs & disabilities from the age of 8 and continue supporting them up to their 25th birthday.





Our operating model

As a charity, TAG is entirely dependent upon our supporters, funders, and volunteers. Without their continued support, we would not be able to continue our wide range of activities to those often hard to reach families, many of whom sit outside the statutory framework.

Our experienced and energetic team builds voluntary, trusted relationships with young people, away from many of the other pressures they may be facing in their lives.

Every day, our Youth Workers transform the lives of children and young people by giving them somewhere to go, something to do and someone to talk to.

What people say about us

TAG has been recognised locally and nationally by Richmond Council, UK Youth, and the Children & Young People Now Awards. We are immensely proud to be one of only nine youth organisations to currently hold the London Youth Gold Quality Mark.





Our work is as vital as ever for the children and young people we support, but the way people are accessing our activities is changing. If TAG is going to make a difference to even more lives, we must continue to adapt to the changing needs of families, so we can provide the right response.

With the leadership team we have identified the challenges and opportunities that face us and determine how we can continue to improve our activities as we move into the next quarter century.

Social and economic factors are having a significant impact on our community, and we need to use our funds and resources in the most cost-effective way possible to deliver upon our purpose.

We need to inspire a new generation of staff, fundraisers, and in-kind support, ensuring they have the equipment, support mechanisms and training.

As we move forwards, it's our families, staff and volunteers who will shape the journey ahead. It is very important to me that everyone can engage with our plans, sharing ideas, expertise and experiences that will help us achieve throughout 2025 and beyond.

As we move into the next chapter of our journey, we need to continue to adapt and rise to the challenges ahead of us. We are delighted to be able to share with you our plans to achieve this.

Giles Hobart
Chief Executive





Our **Strategic Priorities** are what underpins the way we work and how we will focus our energy to promote the Vision, Mission and Values of TAG, and shape how we plan to continue to support our community over the coming years.



Increase impact & maximise reach

We will do everything we can to ensure families find us and know children and young people have somewhere to go, something to do and someone to talk to, where they can simply be themselves.

Be agile and responsive to changing needs

We will be adaptable and open to new ideas to continuously improve our offer and invest more in what we know works using our resources efficiently and effectively.

Harness the potential of young people in the wider community

We will amplify the voices of our young people and connect with the local community around us, to influence the decision makers and contribute positively to society.



Our **Strategic Plan** sets out how we will work to achieve our strategic priorities.

Increase impact & maximise reach

Ensure families find us and know young people have somewhere to go, something to do and someone to talk to simply be themselves?

We'll Increase our outreach by:

- Attending forums and events, ensuring we have a presence community may find us
- Sharing who we are and what we do through our various social media outlets
- Developing partnerships with key stakeholders and interested parties, for example schools, children's services and other third sector organisations

We'll make ourselves accessible by:

- Ensuring we have a range of activities available across all areas we operate in, so young people don't have to travel too far to join us
- Ensuring our existing sites are accessible and secured for the long term to enable continuity of access to our activities

We'll empower our workforce by:

- Attracting the right people with the right skills and attitudes to lead and support young people who join us
- Retaining and enabling our people who embody our values and become long term dedicated team members



Be agile and responsive to changing needs

How will we be adaptable and open to new ideas to continuously improve our offer and invest more in what we know works using our resources efficiently and effectively?

We will learn from our young people and partners by:

- Increasing engagement with our young people's families and communities to understand what we're doing well, what we could do more of, less of, and what new things we could try
- Establishing new networks, such as Friends of TAG to maximise opportunities for feedback from our young people (past and present)
- Collaborating with other charities, youth services and networks seeking to explore and learn from each other on how best to support our young people
- Reviewing relevant research and journals which offer new insights or challenges existing ways of working, to keep us responsive to changing needs, innovations and best practice

We will assess and test our plans by:

- Identifying and monitoring risks to ensure young people and youth workers / coaches are kept safe
- Trial new activities and initiatives, investing more time setting these up and ensuring they're led by the right people and right for TAG before inviting our young people to try them out

We will ensure accountability in how we operate by:

- Demonstrating to partners and funders how we'll spend their donations and funding transparently and efficiently to maximise their impact and articulate the benefit it has on our young people
- Encourage partners and funders to support new and innovative ideas and explore ways to measure success
- Responding quickly to things not going well or requiring improvement, avoid complacency and addressing inefficiency





Harness the potential of young people in the wider community

How will we amplify the voices of our young people and connect with the local community around us, to influence decision makers and contribute positively to society?

We will build our capacity to influence others by:

- Ensuring we have the right people working for TAG and enabling them to prioritise some of their time for joining external networks and forums

We will use our influence smartly by:

- Offering our involvement and advice where it has the greatest reach and impact for young people in and around our benefit areas, and with those who value our input

We will tell a compelling story about the needs and experiences of young people by:

- Using our experience and expertise, and being reflective and constructive in sharing our insights





Our Strategic Plan offer an ongoing perspective of how we will seek to achieve our strategic priorities, and some of these will only be measurable in the long term.

Our **Objectives for 2025-26** set out below more specifically what aspects of the strategic plan we will focus on over the next 12 months (What, Why, How, When)

To Increase impact & maximise reach, we will:

Review our approach to remuneration and retention of our people:

- To ensure they're motivated, well trained, and being paid fairly and competitively during these current complex economic conditions.
- By working with our Trustees on a Pay and Hours Review for our workforce, seeking to identify a model for salary benchmarking, aligning to any conditions and recommendations by our funders.
- Within the first 6 months of this year in preparation for implementing in advance of April 2026.

Secure the continuity of our premises in Ham:

- To minimise any disruption to our activities, workforce and young people when transitioning to our new site, and finding alternate sites for any activities we may not be able to transfer to the new site
- By continuing to work with the Richmond Children Services and exploring partnership arrangements to enable continued access to facilities including our core Ham site
- Within the next 12 months, as timings are subject to the building progress of the new Ham site, and subject to successful partnership development with Richmond Children services

Increase our reach and better describe who we are and what we do:

- To make it easier for people to find us and understand who we are and what we do
- By attending community events and promoting TAG positively
- During the next 12 months

Being agile and responsive to changing needs, we will:

Develop and refine our risk management framework:

- To ensure we have robust processes to keeping our people safe whilst ensuring we don't create barriers to our creativity or paralyse our nimble approach in disproportionate systems and processes.
- By developing and testing our risk management policy and assessment approach with our workforce, Trustees and other key stakeholders
- During the next 6 months.

Establish Friends of TAG:

- To engage the parents, families and alumni of TAG to further our reach for promoting, fundraising and utilising the wide skill mix of our community.
- Attending community events and enrolling members of the community to the Friends of TAG network.
- During the 12 months

Explore a new partnership with a local miniature railway:

- To build on the interests of our young people who enjoy railways / transport, and fund a TAG branded accessible carriage.
- Apply for funding for the carriage and work with a local miniature railway company to run and maintain.
- During the next 12 months; the launch of a TAG carriage is likely to happen in 2026.





Harnessing the potential of young people in the wider community, we will:

Appoint a new role to join the senior leadership team to work alongside the Head of Operations and Chief Executive:

- To increase the capacity and skills available within the senior leadership team to fulfil their duties, recognising TAG's growth over the last several years.
- By reviewing the current senior leadership team skill mix and capacity, and identifying the various duties needed, followed by a recruitment process.
- During the next 12 months, seeking to recruit before the end of 2026.

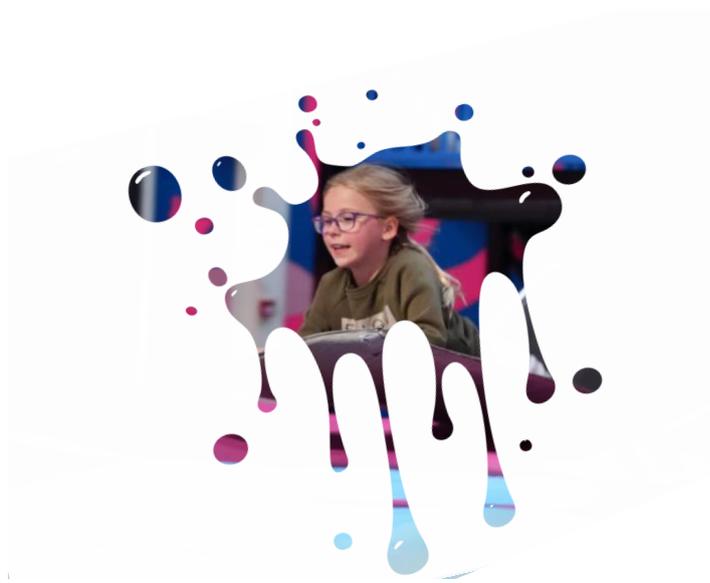
Identify key partnership roles for that will influence change:

- To maximise our impact and value of our advice for change through forums where we can lead and influence more substantively, and to minimise exhausting our impact and diluting our value though being a lesser participant alongside others.
- By more rigorously assessing the value of accepting invitations to collaborate/participate.
- Ongoing

Redevelop marketing materials to improve our storytelling:

- To ensure our branding, promotional materials and activity brochures are clear, easy to navigate and have a consistent identity.
- By seeking advice from local professionals to understand best practice in design, feedback from parents and young people on their experiences, and our own review of resources to explore where improvements can be made.
- Ongoing





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